

82-1669/13
DCI/ICS 82-4263
27 October 1982

33

MEMORANDUM FOR: Director of Central Intelligence

THROUGH: Deputy Director of Central Intelligence
Director, Intelligence Community StaffFROM: [REDACTED]
Director, Office of Planning

SUBJECT: Strategic Planning - The External Perspective

REFERENCE: DCI/ICS 82-4238, same subject, 7 June 1982

CAB
28 OCT 1982

25X1

1. Working closely with [REDACTED] of your staff, the Office of Planning 25X1 has further refined the proposal contained in the referent and approved by you on 1 July 1982. That proposal called for the OP to conduct a separate, parallel, and unclassified long-range exercise utilizing the resources of the private sector. We have refined the specifics of the proposal to the point where we can now ask for your direct assistance.

2. We believe that our time would be spent most profitably, as well as minimize the inconvenience to the participating executives, were we to dispense with the preliminary meeting of everyone here in Washington as originally suggested. Instead, we would ask you to sign the attached letters in Annex A addressed to the dozen companies listed in Annex B. The letters outline the objectives of our internal planning efforts, and our reasons for believing that an external perspective would be a desirable adjunct. We request their assistance, and ask that they designate an official to contact our office for the purpose of elaborating further on the project and arranging for personal meetings with them either here or at their headquarters.

3. We greatly appreciate your assistance in this project, and are confident that it will greatly enhance the value of our planning efforts,

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Attachments:

- (1) Annex A
- (2) Annex B

25X1

CONFIDENTIAL

25X1

SUBJECT: Strategic Planning - The External Perspective

Distribution (DCI/ICS 82-4263):

Original - Addressee

1 - DDCI

1 - ER

1 - D/ICS

1 - ICS/OP Chrono

1 - ICS/OP Subject

1 - ICS Registry

DCI/ICS/OP (19 October 1982)

25X1

Washington, D. C. 20505

82-1669/4

DCI/ICS 82-4263/1

05 NOV 1982

Mr. John R. Opel, President
International Business Machines Corporation
Old Orchard Road
Armonk, NY 10504

Dear Mr. Opel:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [redacted] [redacted] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

25X1

25X1

Sincerely,

7s/ William J. Casey

William J. Casey

The Director of Central Intelligence

Washington, D. C. 20505

DCI/ICS 82-4264/2

05 NOV 1982

Mr. John A. Young, President
Hewlett-Packard Company
3000 Hanover Street
Palo Alto, CA 94304

Dear Mr. Young:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [REDACTED]

[REDACTED] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

25X1
25X1

Sincerely,

/s/ William J. Casey

William J. Casey

The Director of Central Intelligence

Washington, D. C. 20505

DCI/ICS 82-4263/3

95 NOV 1982

Mr. Charles L. Brown, Chairman
American Telephone and Telegraph Company
195 Broadway
New York, NY 10017

Dear Mr. Brown:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [redacted] [redacted] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

25X1
25X1

Sincerely,

707 William J. Casey

William J. Casey

Washington, D. C. 20505

DCI/ICS 82-4263/4

05 AUG 1982

Mr. P. E. Thompson, President
Bechtel Group, Incorporated
50 Beale Street
San Francisco, CA 94105

Dear Mr. Thompson:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [REDACTED]
[REDACTED] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

25X1
25X1

Sincerely,

W. J. Casey
William J. Casey

Washington, D. C. 20505

DCI/ICS 82-4263/5

NOV 1982

Mr. James L. Ferguson, Chairman
General Foods Corporation
250 North Street
White Plains, NY 10625

Dear Mr. Ferguson:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [redacted]
[redacted] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

25X1
25X1

Sincerely,

William J. Casey
William J. Casey

The Director of Central Intelligence

Washington, D.C. 20505

DCI/ICS 82-4263/6

Mr. Donald R. Melville, President
Norton Company
1 New Bond Street
Worcester, MA 01606

Dear Mr. Melville:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [REDACTED] 25X1
[REDACTED] He is prepared to describe this project in greater detail, and 25X1
arrange a meeting with your staff either in Washington or at your offices.

Sincerely,

William J. Casey

Washington, D.C. 20505

DCI/ICS 82-4263/7

Mr. J. Peter Grace, Chairman
W. R. Grace & Company
1114 Avenue of the Americas
New York, NY 10036

Dear Mr. Grace:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [redacted] [redacted] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

25X1
25X1

Sincerely,

William J. Casey

Washington, D.C. 20505

DCI/ICS 82-4263/8

Mr. Thomas G. Labrecque, President
Chase Manhattan Bank, N. A.
One Chase Manhattan Plaza
New York, NY 10081

Dear Mr. Labrecque:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [REDACTED] [REDACTED] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

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25X1

Sincerely,

William J. Casey

The Director of Central Intelligence

Washington, D.C. 20505

DCI/ICS 82-4263/9

05 NOV 82

Mr. Thornton A. Wilson, Chairman
Boeing Company
7755 East Marginal Way
Seattle, WA 98124

Dear Mr. Wilson:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [REDACTED] [REDACTED] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

25X1
25X1

Sincerely,

William J. Casey

Washington, D. C. 20505

DCI/ICS 82-4263/10

ET 100 1002

Mr. John F. Bookout, President
Shell Oil Company
One Shell Plaza
Houston, TX 77001

Dear Mr. Bookout:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [REDACTED]
[REDACTED] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

25X1
25X1

Sincerely,

/s/ William J. Casey

William J. Casey

Washington, D.C. 20505

DCI/ICS 82-4263/11

05 NOV 1982

Mr. James A. D. Geier, President
Cincinnati Milacron, Incorporated
4701 Marburg Avenue
Cincinnati, OH 45209

Dear Mr. Geier:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [REDACTED]

[REDACTED] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

25X1
25X1

Sincerely,

Wesley William J. Casey

William J. Casey

Washington, D.C. 20505

DCI/ICS-4263/12

05 NOV 1982

Mr. John F. Welch, Chairman
General Electric Corporation
3135 Easton Turnpike
Fairfield, CT 06431

Dear Mr. Welch:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [REDACTED] [REDACTED] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

25X1
25X1

Sincerely,

W. J. Casey

William J. Casey

Washington, D. C. 20505

DCI/ICS 82-4263/13

05 NOV 1982

Mr. William A. Hewitt, Chairman
Deere & Company
John Deere Road
Moline, IL 61265

Dear Mr. Hewitt:

I am writing to ask for your assistance in a matter that is of great concern to me as Director of Central Intelligence--the need for long-term, strategic planning. To date, our strategic planning efforts have been internal ones, but I believe that we are at a point where we would benefit greatly from an external perspective.

Your firm is a leader in its field to a great extent because you have elected to anticipate the future rather than respond to it. We hope to compare the future challenges and responses that we have identified with those same planning elements generated within your firm. The comparison will permit us to validate our own efforts with respect to scope and imagination.

If you can help us in any way, I would appreciate your having the appropriate official contact my project officer, [REDACTED]
[REDACTED] He is prepared to describe this project in greater detail, and arrange a meeting with your staff either in Washington or at your offices.

25X1
25X1

Sincerely,

WJ Casey

William J. Casey

ANNEX B

International Business Machines Corporation
Old Orchard Road
Armonk, NY 10504

(914) 765-1900

President & CEO John R. Opel

Hewlett-Packard Company
3000 Hanover Street
Palo Alto, CA 94304

(415) 857-1501

President & CEO John A. Young

American Telephone and Telegraph Company
195 Broadway
New York, NY 10017

(212) 393-9800

Chairman & CEO Charles L. Brown

Bechtel Group, Incorporated
50 Beale Street
San Francisco, CA 94105

(415) 768-1234

President P.E. Thompson

General Foods Corporation
250 North Street
White Plains, NY 10625

(914) 683-2500

Chairman & CEO James L. Ferguson

Norton Company
1 New Bond Street
Worcester, MA 01606

(617) 853-1000

President & CEO Donald R. Melville

W. R. Grace & Company
1114 Avenue of the Americas
New York, NY 10036

(212) 764-5555

Chairman & CEO J. Peter Grace

Chase Manhattan Bank, N. A.
One Chase Manhattan Plaza
New York, NY 10081

(212) 552-2222

President & Chief Operation Officer Thomas G. Labrecque

Boeing Company
7755 East Marginal Way
Seattle, WA 98124

(206) 655-2121

Chairman & CEO Thornton A. Wilson

Shell Oil Company
One Shell Plaza
Houston, TX 77001

(713) 241-6161

President & CEO John F. Bookout

Cincinnati Milacron, Incorporated
4701 Marburg Avenue
Cincinnati, OH 45209

(513) 841-8100

Chairman & President James A. D. Geier

General Electric Corporation
3135 Easton Turnpike
Fairfield, CT 06431

(203) 373-2211

Chairman & CEO John F. Welch

Deere & Company
John Deere Road
Moline, IL 61265

(309) 752-8000

Chairman & CEO William A. Hewitt